

SCALE

Scaling Your Marketing Organization Cheat Sheet

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Overview of key marketing positions from Series A to C/D

	Series A	Series B	Series C/D
Top Marketing Executive	<i>Head of Marketing</i>	Head of Marketing	CMO / VP of Marketing
Product Marketing	<i>Product Marketer</i>	Product Marketer	Director of Product Marketing
Demand Gen / Growth Marketing		Growth Marketer	Director of Demand Gen
Brand & Corporate Marketing			Director of Brand & Corporate Marketing
Freelancer / Agency Marketers	<i>Part-time support</i>	Part-time support	
Other	<i>Marketing Generalist</i>	Content Marketer	
	<i>Designer</i>	Customer Marketer / Community Manager	

Growing a marketing team from Series A to Series C/D

In a series A or B company, a marketing org typically starts with one of the following roles. They then hire additional personnel until they have all of the following roles in place.

Head of Marketing

- Sets strategy and oversees all marketing functions
- May work within a function like product marketing or demand generation

Growing a marketing team from Series A to Series C/D

In a series A or B company, a marketing org typically starts with one of the following roles. They then hire additional personnel until they have all of the following roles in place.

Marketing Generalist

May own one or more of:

- Demand generation
- Content creation
- Social media
- Events
- Product marketing
- *Often leverages agency or freelance support*

Growing a marketing team from Series A to Series C/D

In a series A or B company, a marketing org typically starts with one of the following roles. They then hire additional personnel until they have all of the following roles in place.

Designer

- Campaign visuals
- Social media
- Video marketing
- Website (as needed)
- Product design help (as needed)

Growing a marketing team from Series A to Series C/D

In a series A or B company, a marketing org typically starts with one of the following roles. They then hire additional personnel until they have all of the following roles in place.

Product Marketer

- Product marketing and positioning
- ICP and brand messaging
- Sales enablement
- Early content marketing and thought leadership

Growing a marketing team from Series A to Series C/D

In a series A or B company, a marketing org typically starts with one of the following roles. They then hire additional personnel until they have all of the following roles in place.

Head of Marketing

- Sets strategy and oversees all marketing functions
- May own demand generation and/or product marketing depending on org composition

Marketing Generalist

May own one or more of:

- Demand generation
- Content creation
- Social media
- Events
- Product marketing
- *Typically supported by an agency or freelance support*

Designer

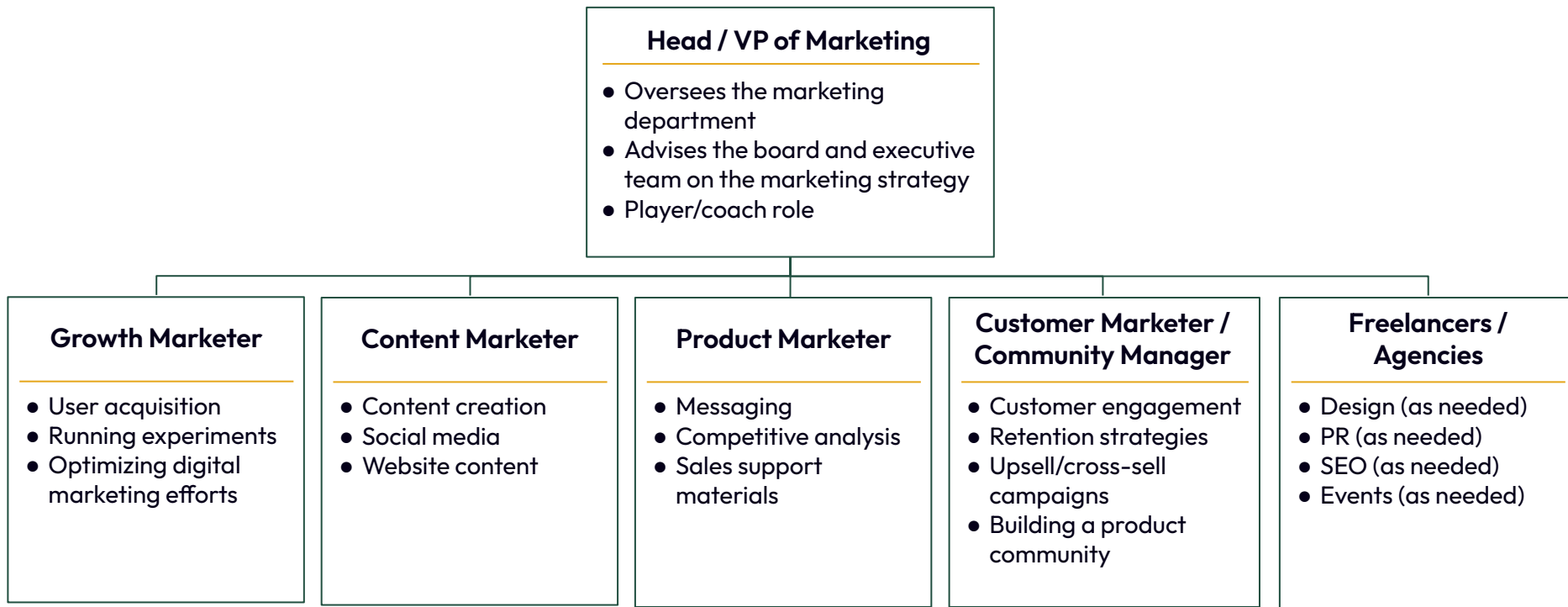
- Campaign visuals
- Social media
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- Website (as needed)
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Product Marketer

- Product marketing and positioning
- Sales enablement
- Early content marketing and thought leadership

Growing a marketing team from Series A to Series C/D

As companies grow, marketing organizations typically move towards more specialized roles. These roles should align to the areas where marketing is having the greatest impact.



Growing a marketing team from Series A to Series C/D

As marketing organizations grow they tend to adopt structures grouped by functional areas within marketing, typically brand, product marketing and demand generation. The structure most often look as follows.



As team members are added they normally join one of these three teams, with a focus on a particular area like competitive marketing in product marketing or email marketing in demand generation.

Attributes of CMOs and Directors

Distinguishing between CMO-level talent and Director-level talent

Director-level activities

- Leverages experience to solve **strategic and tactical** problems
- Proactively identifies and addresses potential issues **before they arise**
- Showcases substantial **expertise in a specific discipline**
- Demonstrates strong team **leadership in a specific discipline**
- May **take a playbook approach** replicating what they've seen versus applying experience in a new way

CMO / VP-level attributes

- Resolves **cross-functional issues** beyond their primary area of expertise
- Inspires **cross-functional teams**
- Spends the majority of time with internal or external leaders, focusing on **team alignment** rather than direct management
- Manages business updates with the CEO (e.g., all-hands, AMAs)
- Acts as a **strategic advisor to the CEO** and the board and is regarded more as an advisor than an employee
- Ensures predictability by planning and delivering on a **yearly business plan**
- Aligns strategy with the CFO's financial plan
- Effectively **manages multiple VP- or Director-level roles** and has the **ability to hire for them**
- Can balance between long-term vision and short-term execution
- **Collaborates with other C-levels** as a peer (CPO, CRO)
- Manages their own performance outside of typical feedback structures

Marketing responsibilities by area

Marketing responsibilities to consider by functional area



Brand and Corporate Marketing

- Mission, vision, values
- Brand blueprint & guidelines (incl. tone and voice)
- Company messaging
- Category creation or expansion
- Press, media, and influencers
- Customer advocacy & community building
- Creative and design
- Social media marketing
- Content marketing (incl. webinars, videos, etc.)
- Thought leadership (incl. executive voice)
- Employer branding
- Corporate comms & investor branding
- Internal all-hands, QBRs, etc.



Product Marketing

- Ideal customer profile
- Buyer & user personas
- Pricing & packaging
- Trials, free tools, & sales tools (incl. ROI and TCO calculators)
- Buyer intent & signals
- Product enablement & sales readiness
- Competitive landscape & positioning
- Category messaging
- Market intelligence (incl. TAM)
- GTM launches & product drumbeat
- Product evangelism
- Analyst relations & programs
- Win/Loss analysis
- Vertical marketing
- Partner enablement
- Channel marketing



Demand Marketing

Lead generation

- Campaign and program creation
- Digital marketing (incl. website, performance marketing, and paid search)
- Physical marketing (incl. event marketing, out-of-home and direct mail)

Lead acceleration

- Account-based marketing (incl. buying influencers within ICP)
- Nurturing and scoring to identify buying behavior
- Sales development
- Upsell and cross-sell marketing

Marketing Operations